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Q/IE personnel; rotation with OES

30 November 1954

MEMORANDUM FOR THE CHAIRMAN, IPCSB

SUBJECT: Rotation of Q/UI Personnel

1. I am concerned over the difficulty Q/IE is having in drawing on other offices of the Agency for high calibre personnel. On 21 July this Office forwarded a request to the IP Career Service Board for the services of certain Q/GI personnel on a rotational basis. A maximum of three Q/GI intelligence officers were requested out of a list of seven suggested candidates. At the IPCSB meeting in September this matter was considered and every Q/IE request was rejected at least for the time being.

2. I was not present at this meeting, but it is my understanding that you indicated that this matter could be reopened at a subsequent date. I have been giving considerable thought to Q/IE's personnel problem and would appreciate a reconsideration of the over-all matter of Q/UI-Q/IE rotation. I believe that the following background is relevant to such a reconsideration:

a. Q/IE's present staff consists of 23 intelligence officers. (We have not included [] in this figure.) Of this group three are presently posted abroad and one is attending the National War College. Of the 21 on duty within Q/IE, two are members of the Armed Services. The 19 civilian intelligence officers include the Chief of the Estimates Staff, the Deputy Chief, and the Assistant Secretary of the IAC. Finally, of the only 16 intelligence officers now covering the regional desks, one [] is on loan from Q/UI and is due to return on 1 July. Except for our EE section, every regional staff is dangerously thin. The disposition of the Q/IE staff is summarized in the following table:

Q/IE STAFF

TOTAL STAFF

23

On Detached Duty
Military Personnel
Q/UI Personnel

4
2
1

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O/IE CIVILIAN PERSONNEL ON DUTY

12

Chief Estimates Staff
Deputy Chief
Assistant IAC Secretary

1
1
1

O/IE REGIONAL ANALYSTS

15

EE
FE
WE and LA
NE

6
3
4
2

2. This Office has consistently been drawn on to fill important staff positions elsewhere in the Agency. As you know, in the last few months we have lost the services of several of our most senior staff people, some of them permanently. I regard this as an important contribution to the over-all efficiency of the Agency, but such drafts have nevertheless placed a great burden on our remaining senior staff members. We have attempted to meet this problem by giving greater responsibility to our more junior officers and by aggressive recruiting outside the Agency. In the former approach we have achieved considerable success. However, we have been disappointed in our recruiting efforts; three out of four persons we had counted on to alleviate our personnel difficulties were rejected on security grounds at a late stage in the clearance process.

3. A basic tenet of O/IE has been to maintain a very small, carefully selected staff. Despite the addition of many new responsibilities, our staff is approximately the same size as when this Office was organized in 1950. It is my intent to maintain a small, highly qualified staff. At present, however, the staff is so lean that vacation or sickness of one or two members strains our ability to cope with crash estimates or even with tight deadlines.

4. I believe that one way we can restore our staff to a level commensurate with our responsibilities is to draw on selected personnel within the Agency on a rotational basis (and within the Agency, O/IE is the most logical place). Aside from O/IE's needs, however,

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it is my understanding that rotation of personnel is a fundamental concept in the Agency's program of personnel management and development. It is my belief that such rotation benefits the parent as well as the recipient office because the personnel involved will return to their original organizations with a new and broader outlook.

5. I understand that O/NE's original request was turned down at least in part on the basis of [redacted] asserted belief that some of the O/CI personnel requested would have to work in O/NE. I would argue that this attitude is, in the first instance, inconsistent with the concept of Career Service within the Agency. Secondly, I would submit that rotation from any office to any other office can only work if the personnel involved are approached on the basis that they are being offered an opportunity for development—that when they return to their parent organization they will be rewarded rather than penalized. Alternatively, that they are to consider themselves as III/I personnel basically, rather than belonging to any one office.

6. In the light of O/NE's staff problem and the Agency's Career Service and Rotation Program, I would like to reopen my request for certain O/CI personnel to serve a two year assignment on the O/NE staff. Our quantitative requirements are modest; our qualitative requirements are admittedly high. To this end I would like to obtain the services of any three of the following:



7. I do not regard inter-office exchange as a one-way street leading to O/NE. We are willing to send a number of our Eastern Europe staff (the only regional group where we have any cushion) to O/CI for a two-year assignment.

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O/NE: [redacted] :eh
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CHARLES KENT
Assistant Director
National Estimates

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